TOURISM
THE PROFESSIONAL CHALLENGE

APPENDIX 4

THE FOCUS GROUPS: WHAT INDUSTRY IS SAYING

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THE FOCUS GROUPS: WHAT INDUSTRY IS SAYING

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APPENDICES

Appendix 1 - Focus Group Participants

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BACKGROUND AND PROCEDURES

In the initial Blueprint contract, a strategy for obtaining industry opinion was proposed. Originally, the consultants were to provide training to facilitators from industry who would then organize and conduct their own focus groups in conjunction with scheduled industry events. A few weeks into the project, the Working Group agreed that for reasons of logistics, and most importantly, quality control, a more directed approach would likely yield better results.

The revised approach involved directly inviting "key informants" from industry to seven sector-specific focus group sessions conducted by the consultants.

Board members, the President and the senior staff of the Pacific Rim Institute of Tourism put forth names of knowledgeable key individuals from industry, in accordance with general participant selection criteria, including:

* A demonstrated interest in or informed opinions about human resource issues for the industry sector
* Senior representatives of large, medium and small operations
* Active involvement with industry associations
* General respect of industry peers
* Regional experience

Each person was contacted by letter. Follow-up calls were made by the Pacific Rim Institute of Tourism and the Ministry of Tourism to ensure maximum participation. Confirmed participants (see Appendix 1) received a discussion paper on possible future trends (per *Phase I Interim Report, Working Paper #3*) to provide them with a broad, future-oriented context.

The stated purpose of the focus group sessions was to examine the future education and training needs for each sector. In addition, questions regarding employers' needs for labourforce and training information, and future human resource priorities were explored.

Sessions were held from October 1 to 24, 1991, 0730-0930 hours in meeting rooms donated by seven hotels in Vancouver.

For consistency, the facilitator for each session was Barbara Mitchell and notes for each were taken by Renate Hall and by various members of the consulting team.

Each group was asked to complete a brief questionnaire (Appendix 2). Questionnaires comprised a series of standard questions regarding the use of labourforce information and significant human resource trends over the next ten years. Question 8, was customized for each industry sector and queried the adequacy of training for specified occupations within the sector.

A structured discussion followed, focussing on training issues for occupations identified by respondents as "Less Than Adequate" in Q8. of the questionnaire. During the course of discussion a number of human resource issues were raised by participants, and recorded for inclusion in the session reports.

Highlights and analysis of each session are summarized by industry sector in the following pages.

FOOD & BEVERAGE SECTOR FOCUS GROUP

1.0 Group Mix

Fourteen industry participants attended the session on October 1, 1991. The group included 10 owners and/or general managers of one or more restaurants, 2 representatives of the Restaurant and Foodservices Association of BC, and 2 industry-affiliated individuals.

2.0 Use and need for Labourforce and Employment Information

This group indicated they use information and statistics on employment and the labourforce in their businesses, mainly for planning training and for hiring purposes.

The main types of information used are:

1. Salary/wages and benefits (regional and national)
2. Unemployment rates (regional)
3. Numbers of employees in various age groups
4. Employment projections
5. Information about training programs and numbers of tourism program graduates

Common sources of information they use are:

1. Industry association (CRFA)
2. Employment and Immigration Canada
3. Statistics Canada.

Few use the Pacific Rim Institute of Tourism (Resource Centre) as a source for this, or any other type, of industry information.

The group indicated they would like more information about:

* Numbers, availability and education levels of trained people, and how are they qualified for certain jobs (i.e. more information from educational institutions)

* Central information bank of qualified employees - chefs, senior management, servers - available across Canada

3.0 Longterm Human Resource Issues and Employment Prospects

Most group members estimated that between 10 and 30 percent more people will be employed in the Food & Beverage sector by the end of the decade.

The group felt that the most significant human resource issues facing this industry over the next ten years are:

1. Public image and perception of career opportunities within the industry.

2. Availablity of pre-employment, on-job, and "ongoing" training.

Other related issues were mentioned including:

* Need to improved salaries, incentives, job security, advancement opportunities and employee recognition.

* Lack of "service orientation" in the Canadian culture and among employees.

* Professionalism of management.

* Lack of qualified bakers, cooks, buspersons, hosting staff

* Shrinking youth population

4.0 Adequacy of Training for Specific Occupations

4.1 Adequate or More Than Adequate

Amongst the operators, there was reasonably high agreement that the training for some occupations is "adequate" or "more than adequate." These include:

* Bartender
* Chef de Cuisine
* Executive Chef
* Food Production Supervisor

* Bar and Lounge Manager
* Senior Administrator

It was noted, however, that Executive Chefs are generally lacking in human relations skills.

4.2 No Clear Agreement

Training for cooks and bakers was about evenly split between those who thought training was "adequate" and those who thought it "less than adequate." More attention is needed to determine why opinion appears to be mixed regarding these two occupations.

4.3 Less Than Adequate

In varying degrees this group indicated training for *every occupation* was "less than adequate." However, there was relatively high agreement that training for the following occupations is a problem:

* Food & Beverage Server, and Host/Hostess
* Kitchen Helper, Busperson and Food Counter Attendant
* Dishwasher
* Wine Steward
* Food Service Manager

5.0 Reasons for Inadequate Training

Many reasons for inadeqacies, falling into five general categories, were suggested by the group. Interestingly, the concerns focus largely on attitudes, some of which may be improved with training and some by other means.

It should be noted much of the discussion revolved around "servers." Problems with other front line positions were considered to be similar.

5.1 Industry and Employer Attitudes:

* Common industry practice (with notable exceptions) is to hire and put people to work immediately with little orientation or training.

* Many operators are "apathetic" and do not take advantage of existing training materials available from CFRA and elsewhere - about half of the operators are not Association members.

* There is a lack of industry-wide entry standards for different levels, and therefore, no insistence about hiring only those meeting a certain standard.

* There is an increase in visible minorities working in the industry, but the group felt employers have neither the resources nor the responsibility to train workers in English, or provide basic job training in other languages.

5.2 Employer/Management Aptitudes:

* Manager/supervisors lack training skills, and lack the time, or are unwilling to spend the time, to do training.

* Logistical difficulties of getting all staff together at one time, in one place for a meeting.

* Lack of knowledge about on-job training support materials available from CFRA and PRIT, and in some cases, logistical difficulties obtaining necessary training resources.

* Not well-informed about publicly available programs and what graduates of public education programs can do. In some cases, employers have had unsuccessful experiences with graduates.

5.3 Public Attitudes to the Industry:

* Canada lacks a "service culture," therefore does not appreciate the importance or career potential of the food and beverage industry.

* The general perception of low wages (however accurate) does not help in attracting people to the industry.

5.4 Perceived Employee Attitudes

* Many employees lack "service attitude."

* F&B servers make better money as servers (with gratuities) and are often reluctant to give these up to accept promotion to Food Service Manager positions.

5.5 Employee Skill Deficiencies

* Employees generally are lacking in human relations skills, i.e., in working with customers and with each other.

* Graduates of certificate or diploma management programs lack experience in human relations and need experience in a range of front-line positions.

Of note, technical job skills and the use of new "high tech" equipment were not considered, by this group, to be of particular concern .

6.0 Group Suggestions for Improvement

Several specific suggestions for improvement emerged from the discussion.

6.1 Industry image:

* Create television promotion using similar longterm strategy as "Drinking/driving" or "Participaction" media campaigns, promoting positive and fun aspects of the industry, using industry testimonials and presenting role models.

6.2 Attracting youth:

* Improve level of awareness and motivate school counsellors to promote industry (e.g. use industry video called "Careers Cafe" demonstrating the "good time" aspects of the job)

* Create postive on-job training experience for potential high school dropouts (builds their self-esteem and may help keep them in school, returning to industry afterwards)

* Start people young (Grade 8) in building positive attitude towards industry

* Continue with PRIT Career Awareness and Career Expo programs.

6.3 Education and Training

* Piggyback on *Serving It Right* idea and develop a program called *Serving It Well.*

* Create standards and provide certificates for different levels. Education and industry should work together on standards, then top-up the training in-house.

* Incorporate job standards in career preparation training at high school level.

* Provide employers with a directory of resource centres and materials available.

* Provide trainer training for managers, i.e. how to train employees in job skills and attitudes. CFRA is developing, including instructor manuals, available soon. Modules are being designed so anyone can deliver.

6.4 Multicultural Issues

* "Government" must provide English language training.

* Job training should be provided in their language (i.e. the mother tongue) as well as in English, especially regarding safety hazards and Canadian sanitation practices.

* Immigration rules should be relaxed to make it easier to bring in European chefs, in particular.

ACCOMMODATION SECTOR FOCUS GROUP

1.0 Group Mix

Twelve industry participants attended the session on October 8, 1991. The group included 6 General Managers and 2 HRD Directors of large metropolitan properties, 1 General Manager of mid-size motor inn, and representatives from Vancouver Hotels Association (1), BC and Yukon Hotels Association (1) and BC Motels, Campgrounds and Resorts Association (1).

2.0 Use and need for Labourforce and Employment Information

This group indicated they use information and statistics on employment and the labourforce in their businesses, mainly for general background on employment trends in industry, and for hiring purposes.

The main types of information used are:

1. Salary/wages and benefits
2. Workforce profile in accommodation/food & beverage sectors, i.e. new entries, age groups, turnover, shortages, immigration

Common sources of information they use are:

1. Statistics Canada
2. Industry Associations - GVHEA, VHA, BCYHA, BCMCRA, AHMA, CHART, IRMA
3. Employment and Immigration Canada
4. Other: Conference Board, BC Business Council, GVHEA, trade periodicals

Most of this group were aware of the Pacific Rim Institute of Tourism (Resource Centre) and half indicated they are seeking customer service, AHMA and other print and video materials for in-house training and employee upgrading.

Some suggestions for more specific information on employment and the labourforce included:

- Sources of potential employees

* WCB statistics on time off due to accidents in hotels and restaurants

3.0 Longterm Human Resource Issues and Employment Prospects

Most group members estimated that between 10 and 30 percent more people will be employed in the Accommodation sector by the end of the decade.

The group felt that the most significant human resource issues facing this industry over the next ten years are:

1. Attracting young people, career-changers, and qualified mid-managers into the industry, especially with competetion from other sectors perceived as better paying and high prestige, predicted shortages, and in a climate of rising labour costs. This problem is especially acute outside the Lower Mainland.

2. Upgrading industry's image through improved customer service attitudes and professionalism, especially at the front-line level.

3. Need for affordable, easy to deliver on-job training programs.

4. Need for graduates of high school and post-secondary programs to have more realistic expectations when entering the industry.

Other related issues were mentioned including:

* Retention of qualified personnel

* Need for degree program specifically in Hotel Management

* "Hands-on" training and experience at high school level.

* English language competence and coping with multi-languages in the workplace

4.0 Adequacy of Training for Specific Occupations

4.1 Adequate or More Than Adequate

There was reasonably high agreement that the training for some occupations is "adequate" or "more than adequate." These include:

* Night Audit Clerk
* Sales Manager
* Director of Sales & Marketing
* Guest Services Attendant
* Reservations Clerk

4.2 No Clear Agreement

Opinions between those who thought employees were adequately or less than adequately trained were about evenly split regarding Concierges and Room Attendants.

Most agreed that Concierges are few in number in BC; they are "characters" with an entreprenerial spirit, street smarts, multiple languages and can't really be trained (although computer skills and information skills are trainable and required).

Concerns regarding Room Attendants appear related to inadequacy of Housekeeping at supervisory management level.

4.3 Less Than Adequate

In varying degrees this group indicated training for *every occupation* was "less than adequate." However, there was relatively high agreement that training for the following occupations is a problem:

* Front Office Manager
* Rooms Division Executive (N/A in motels or outside metro areas)
* Front Desk Agent/Attendant
* Hospitality Housekeeping Executive

5.0 Reasons for Inadequate Training

Concerns revolved around front desk and housekeeping management, as well as language issues and industry/education issues.

5.1 Front Office

Front Office Managers are historically groomed from front line and trained (well or poorly) by predecessors. Often lack both the required guest skills, and range of people skills required to cope with pressures, staff moods and problems. Rapid changes to computer technology at the front desk require constant upgrading for which larger properties get training support from suppliers.

It was generally agreed that graduates of 1-2 year post-secondary programs coming into front desk area lack realistic expectations. Lack of experience managing people requires that graduates prove themselves on front line before advancement to supervisory positions in this area. Cooperative programs are useful but require adequate hands-on time (1 or 2 weeks is not enough) and should be seasonally timed to industry needs.

5.2 Housekeeping

Concerns regarding Housekeeping and Room Attendants focussed on need for on-job training, especially supervisory. AHMA training materials were thought to be good but only in concert with "hands-on" experience. More investigation into specific training needs, especially supervisory, is required for this position.

5.3 Language Issues

* Language mix is largely a Lower Mainland issue.

* Increasing mix and number of languages is a major concern both with customer contact and in staff interactions.

* Some pressure for employers to provide ESL and some (large properties) have done so.

* Japanese-language speakers are highly prized. Other Asian languages as well as German, French and Spanish are needed.

* Many Asian, Phillipine and Indo languages are spoken especially in back-of-house positions. Need for cross-cultural training in mixed cultural environments.

5.4 Industry/educator Issues

* There was some agreement that a degree program in Hotel Management is required. Graduates of degree programs must also be realistic in their expectation of the level at which they can enter the industry. It was felt educators and their institutions encouraged unrealistic attitudes.

* There was relatively little acknowledgement, by this group, that graduates may feel legitimately frustrated at investing their time and dollars in management-related education only to be placed in front-line positions on entering industry.

* General agreement that closer liaison between educators and industry must occur.

* Importance of including lots of hands-on, practical experience - high school, post-secondary practicum or coop was continually emphasized.

* Industry members are interested in upgrading skills and knowledge. Education institutions must market themselves, and must make courses available at times and locations accessible to working professionals.

6.0 Group Suggestions for Improvement

* Encourage creation of a degree-granting hotel school as a flagship for education and training for the industry.

* Require English language competence before hiring.
* Encourage international employee exchange programs. (Presumeably this would also be valuable for students.)

* Look for methods and funding to acclimatize and integrate Asian employees into workplace rapidly and effectively.

* Employers must look at more effective in-house supervisory training.

ATTRACTIONS SECTOR FOCUS GROUP

1.0 Group Mix

Six industry participants attended the session on October 10, 1991, including: 3 commercial onwer/managers; 3 public relations, special project managers from partially subsidized attractions; and, 1 communications director from a not-for-profit organization.

2.0 Use and need for Labourforce and Employment Information

This group indicated they rarely use information and statistics on employment and the labourforce in their businesses. Those who do, use information on wages, labour standards and employment centres primarily for seasonal hiring purposes. Information sources were EIC, Statistics Canada, and the Restaurant Association.

About half this group were aware of the Pacific Rim Institute of Tourism (Resource Centre). A few indicated they are seeking customer service training and motivational materials, trends and regulations in the attractions field, attractions-related marketing and promotion information.

Some suggestions for more specific information on employment and the labourforce included:

* What training programs are available?

3.0 Longterm Human Resource Issues and Employment Prospects

Most group members estimated that between 10 and 30 percent more people will be employed in the Attractions sector by the end of the decade.

The group felt that the most significant human resource issues facing this industry over the next ten years are:

1. Employee retention.

2. Promoting career opportunities in attractions sector.

3. Management training.

Of note, recruiting and attracting seasonal staff is not a problem. Finding and retaining qualified Guest Service/Relations Managers is a concern, made more difficult by the reality that most guest services personnel get laid off.

4.0 Adequacy of Training for Specific Occupations

Many attractions employ seasonal staff and volunteers, retaining a proportionally small core of permanent management, specialists and operations staff.

Some observed that attractions are a "stepping stone" industry, especially for young people. A percentage of employees return every season until their education is complete.

The attractions sector draws from many occupational areas including food & beverage; retail sales; and specialized disciplines (e.g. horticulture, history, science, curatorial, anthropological), and special events/public relations.

Primary emphasis of the discussion was on guest services front-line and management training. Other occupations as above were mentioned but not explored in depth.

4.1 Adequate or More Than Adequate

While generalization is difficult, there was reasonably high agreement that the training for one occupation was "adequate" - that of Sales Manager.

This observation, however, would not necessarily hold for not-for-profit venues such as museums, art galleries and the like, where the "curatorial" or "educational" focus often prevails over public, marketing orientation. Such positions may not exist nor their potential importance recognized.

4.2 No Clear Agreement

The training of Director of Sales and Marketing, and Human Resource Manager occupations were a matter of split opinion. One member observed that, where these exist, individuals are usually graduates of specialist degree programs. Again, differences in orientation among commercial, subsidized and not-for-profit organizations make it difficult to generalize about training needs for these occupations.

4.3 Less Than Adequate

In varying degrees this group indicated training for *every occupation* was "less than adequate." However, there was relatively high agreement that training for the following occupations is a problem:

* Attraction Facility Guide
* Guest/Visitor Services Manager

5.0 Reasons for Inadequate Training

Concerns revolved around lack of cohesion within attractions sector, guest service line and management training, and volunteer management.

5.1 Lack of Industry Cohesion

* It was felt that managers of commercial attractions are well aware of the importance of their businesses as tourism-oriented; management of other types of operations apparently are not as aware of their relationship to the tourism industry.

* Senior management of attractions across commercial and non-commercial lines have not necessarily recognized a need to explore possible common interests as "tourist attractions."

5.2 Guest Services Training

* It was the perception of the group that, other than Superhost, no guest relations/services training is available in public institutions. Some operations contract with private trainers; some partially subsidize management staff to attend outside courses; most rely on in-house training by managers and experienced seasonal staff.

* Front line skills needed for most positions are: guest relations, emergency procedures, avoiding people-burnout, oral presentation, cash handling (some), and crowd control.

* Guest Services Manager is scarcely a recognized occupation, much less one for which formal training is available. Skills needed include: Guest relations, supervisory, motivational and training/coaching.

5.4 Volunteer Management

* Where volunteers are used it was suggested little training is available in the skills of hiring, teamwork with volunteers and paid staff, and "firing" volunteers.

6.0 Group Suggestions for Improvement

* A forum for senior management of commercial and non-commercial attractions be created to raise awareness of "tourism" aspects of the business and to explore possible common marketing strategies.

* Operators contract with public institutions to deliver affordable, on-site, custom training programs.

* Operators explore potential for "employee exchanges" with other industry sectors to share valued employees during off-season (eg. with the ski sector).

* Share cost among operators of bringing Disney experts to BC.

TRAVEL TRADE SECTOR FOCUS GROUP

1.0 Group Mix

Fourteen members of the travel trade attended the session on October 16, 1991, including: travel agency managers and/or owner/managers, representatives of ACTA, CITC and PATA, tour operations.

2.0 Use and Need for Labourforce, Employment and other Information

Few in this group use information or statistics on employment and the labourforce. Of those who do, the most common sources are:

1. Industry associations (e.g. CTGA and USTGA)
2. Statistics Canada
3. Trade journals

Almost everyone was aware of the Tourism Resource Centre, but only one reported being a subscriber.

Materials most sought after are:

1. Training aids and materials for destination, sales and management skills training purposes

2. Market information regarding possible leads and suppliers is also sought

Additional information desired:

1. Wages and benefits
2. Sources (agencies) for Senior Travel Counsellors.

3.0 Longterm Human Resource Issues and Employment Prospects

The majority of the group estimated between 10 and 30 percent more people will be employed in the travel trade by the end of the decade.

The group felt the most significant human resource issues for the coming decade are:

1. Wages and benefits - chronic low pay entry levels are seen as a critical factor that negatively affects turnover rates, motivation for training, affordability of training, and promotion to Senior Travel Counsellor levels.

2. Staff retention and promotion - turnover at "junior" level due to low pay (as well as boredom or burnout) creates problem in developing suitable candidates for Senior Travel Counsellor. Promotion from junior to senior level requires persons with people and sales orientation in addition to basic technical skills.

3. Adequate training - linked to points 1 and 2, training opportunities are relatively plentiful, but incentive to take upgrading, or for management to provide dollars and time, is limited. Additionally, upgrading focus has been on product knowledge (through fam trips and supplier events) rather than on developing sales and marketing, or human resource management skills.

4. Shortage of traditional youth and office market for junior positions

4.0 Adequacy of training for Specific Occupations

Judging the adequacy of training was particularly difficult for this group because of the over-riding concerns regarding limited profit margins and the resulting effect on wages, motviation and dollars available for training. After entry level, the glamour of the industry wears off and with it, the motivation to upgrade.

Thanks to the ACCESS initiative, public and private training agencies, and industry associations, a relatively adequate *supply* of training product is available to this sector. However, response rates to upgrading opportunities, especially for managers, appears to be low.

4.1 Adequate or More Adequate

On the whole, the group felt that training for the following occupations is adequate or more than adequate:

1. Travel Counsellor - Senior
2. Travel Counselor - Entry

However, difficulties in pre-screening and releasing suitable Juniors to upgrade knowledge and skills to Senior level, prior to promotion, is a concern. It was also observed that entry level Travel Counsellors generally lacked communication skills.

4.2 No Clear Agreement

This group were uncertain of the adequacy of training for the following:

1. Director of Sales and Marketing
2. Human Resource Manager
3. Sales Manager
4. Tour Guide
5. Tour Operator/Wholesaler

Regarding the first three occupations, it was noted these senior positions are generally most prevalent in chain and franchise operations who draw personnel from other areas of industry (e.g. from airlines) or promote from within.

The makeup of this group favoured travel agencies (outbound tourism). The areas of tour guiding and operations/wholesaling (inbound and outbound) were under-represented in this group, despite the best efforts of two participants.

Tour Guides are on the immediate priority list for standards and certification development in BC. The occupation of Tour Operator/Wholesaler may require futher investigation in the future.

4.2 Less Than Adequate

It was substantially agreed that training for the following is less than adequate:

1. Travel Manager
2. Sales (supplier) Representative

Training opportunities for Travel Managers are not the problem. Rather it appears that Managers don't necessarily recognize their own need for training in human resource management and marketing. When presented with training opportunities, most are not prepared to pay the cost. It was also suggested the industry "does not take itself seriously" particularly about enforcing occupational standards.

Some group members felt Sales Reps needed training especially in presentation skills.

5.0 Group Suggestions for Improvement

This group felt a number of changes would be beneficial:

* Mandatory certification for all travel agents.
* Implementation of consulting fees (with trepidation)
* Specialization of agencies (i.e. working with preferred suppliers)
* Promotion of "educational tours" (i.e. FAM trips which include training components above and beyond destination product knowledge)
* Inclusion of specific computer training in pre-employment when training mode for Apollo by Gemini becomes available.

TRANSPORTATION SECTOR FOCUS GROUP

1.0 Group Mix

Twelve participants attended the session on October 17, 1991 including representation from airline, motorcoach, rail, ferries, taxi sub-sectors.

While each sub-sector has unique needs and characteristics, there were some common elements. Shared concerns and needs are the focus of the this report.

2.0 Use and Need for Labourforce, Employment and other Information

Many in the group use information or statistics on employment and the labourforce, mostly for planning training or comparing wages and benefits.

Common sources of information are, in no particular order:

* Employment and Immigration Canada
* Statistics Canada
* Industry Associations (including IRMA)
* Pacific Rim Institute of Tourism
* Other: media, Board of Trade, Tourism Intelligence Bulletin, trade and business journals

About half the group knew of the Tourism Resource Centre and three individuals subscribe to or use its services.

Information typically sought is:

1. Wages and benefits
2. Turnover rates
3. Labourforce demographics
4. Occupational information

Additional information needed is:

1. Customer service training materials
2. Sources of recruits (esp. seasonal)
3. Industry trends
4. BC features and attractions

3.0 Longterm Human Resource Issues and Employment Prospects

Group members estimated future employment growth could range from as low as 1-9% to 50% or more. Most felt growth would be between 10 and 30 percent.

There was reasonably high agreement that four human resource issues would predominate in future, mostly in regard to seasonal positions.

1. Attracting suitable people to look at the industry as a profession not just a job, especially because of perception of low pay and absence of perceived career opportunites, and the realities of shrinking and aging workforce.

2. Seasonality of many jobs and competition from other sectors of the tourism industry for seasonal, customer contact workers. Many students are employed seasonally and school year start-up depletes seasonal workers prematurely.

3. Training which is effective, relatively short and inexpensive.

4. Aging workforce was seen as both positive and negative factor. For airlines, retiring pilot cohort will likely produce future shortages. For marine transport, Ships Masters and Engineers are retiring and shortages are predicted. On the other hand, some older workers and seniors are being used in permanent part-time or volunteer capacities (e.g. at the Airport) and are seen as potential future seasonal supply (reduced pay is an issue here).

4.0 Adequacy of training for Specific Occupations

The transportation sector is generally established, longterm and stable. For some sub-sectors, improving customer service overall, as well as for tourism purposes, is recognized as a growing need.

4.1 Adequate or More Than Adequate

This group felt training was adequate or more than adequate for the following occupations:

1. Customer Service Agent (airlines)
2. Director of Sales & Marketing
3. Flight Attendant
4. Human Resource Manager
5. Pilot
6. Purser

7. Rental Agent (Auto or RV)
8. Sales Manager

4.2 No Clear Agreement

Among coach operators, there was no clear agreement regarding Motor Coach drivers. Problems, however, appears to be related to shift work, seasonality, and in one case, lack of women attracted to this occupation.

4.3 Less Than Adequate

Occupations listed as "other" on the questionnaire formed the basis for "less than adequate" training. These included:

1. Travel Counsellors (i.e. those who recommend choice of transportation or transportation attractions)

2. Taxi Drivers - need at least "Taxi English"; lack perception of importance to tourism industry

3. Ticketting Staff (coach lines)

Training for customer contact staff, whether seasonal or otherwise needs to address:

1. People, communication, customer relations skills

2. General knowledge of British Columbia including geography, attractions, events (i.e. promoting the tourism opportunities)

3. Inexpensive, short and timed to seasonal needs

One suggestion included training for Personnel Managers and Human Resource Managers to help them understand operational realities better, and therefore, prescreen candidates more appropriately.

5.0 Group Suggestions for Improvement

* Actively recruit mature and displaced workers who bring positive work attitudes and experience, and provide top-up training in specific job requirements

* Consider potential of disabled persons.

* Continue (and possibly upgrade) Superhost.

ADVENTURE/RECREATION SECTOR FOCUS GROUP

1.0 Group Mix

The Adventure/Recreation sector is among the most diverse of the tourism-related industries, accounting for slightly over 5% of present tourism-related employment in British Columbia. The seasonal nature of this sector is perhaps the one common characteristic in an otherwise disparate aggregation of businesses encompassing such distinctly different occupational requirements as, for example, Ski Area Supervisors, Golf Pro's, and Outdoor Guides. As such, a "representative" group of employers is virtually a contradiction in terms.

This focus group comprised representation from some, but by no means all, possible employer groups classified within the adventure/recreation sector. Eight industry participants attended the focus group session on October 22, 1991, including: 6 ski area management, 1 white water rafting management, and 1 adventure tour management.

2.0 Use and need for Labourforce and Employment Information

Most in this group indicated they use some labourforce information in their businesses, typically obtained from:

1. Canada West Ski Area Association
2. Statistics Canada
3. Employment and Immigration Canada

While most are aware of the Tourism Resource Centre, almost none is a subscriber. It was noted that CWSAA, for ski the industry, adequately supplied information and many training needs.

Some suggestions for more specific information included:

* Leadership/management skills training materials
* Industry trends
* Employee sources and educational levels
* Wage rates

3.0 Longterm Human Resource Issues and Employment Prospects

Most group members estimated that between 30 and 50 percent more people will be employed in this sector by the end of the decade.

Most significant human resource issues suggested for the *white water and related sub-sectors*:

1. Business skills - especially strategic planning and marketing; need to "educate adventure operators to improve overall quality, appearance and reputation of Western Canada's image as a soft adventure destination."

2. Customer relations skills

These issues may be of relevance to the present Outdoor Guide curriculum development initiative.

Most significant human resource issues suggested for *ski areas* included:

1. Labour shortages

2. Career opportunities - perception of types of jobs, low wages, job security, competition from other industries

3. Development of supervisory/management skills, with a business orientation

4. Customer service attitude training (for all levels)

4.0 Adequacy of Training

For both the ski and the river rafting subsectors, training and standards development are generally evolving well, particularly with respect to technical skills.

The ski group generally agreed that Canada West Ski Area Association provides excellent technical support and training seminars for management. The Mountain Guiding Association offers a variety of certification to very high standards. Selkirk College provides the ski industry with 20-25 high quality graduates a year from its 2-year Ski Management program. Industry standards have been developed recently for ski-related occupations.

The seasonality of work in the ski industry, and finding a ready pool of people with the "right attitude" remain challenging to many employers.

With respect to river rafting, it was observed that many managers regard their company as a "hobby business" - 4 of 26 companies do 85% of the business in BC. The implementation of mandatory examinations has raised river guide standards to the point where BC is apparently recognized as one of the world leaders. There are 400 qualified guides presently in the system, and BC has the highest wage scale in North America.

Only companies with qualified staff continue in business and most realize they have to invest in training and safety to compete. At present, all training is provided by companies with the written/practical examination administered externally. About 50% fail the exam, the first time through.

5.0 Group Suggestions for Improvement

* Supervisors, managers and entrepreneurs need affordable, regional training in a range of small business skills including: business-oriented supervisory and management skills; leadership; decision-making, human resource management, financial, interpersonal communications, and marketing.

* Target market *Programs for the Tourism Professional - Supervisory Development* to mid-management in the ski industry. Offer the program between April and early Fall.

* Enhance awareness of programs available through the public educational institutions through more effective marketing - "programs must be sold."

* Produce a directory of *qualified* trainers, *approved or accredited* programs and sources of education/training programs.

EVENTS AND CONFERENCES SECTOR FOCUS GROUP

1.0 Group Mix

This focus group, held on October 24, 1991, comprised fourteen industry representatives including: 7 convention/conference planners; 4 special events planners; and 3 local tourism associations. 1 person, unable to attend provided additional input regarding special events needs.

The relatively high turnout to the focus group, plus numerous comments regarding the benefits of "networking" at events such as this, suggest this employer community may have had little opportunity in the past to work together and would welcome such opportunities again in future.

2.0 Use and need for Labourforce and Employment information

Time did not permit specific examination of labourforce and information needs.

One or two participants suggested they would like more information about:

* Understanding what other successful events/conference cities do about educating workers.

* Event management, staffing, staff training

3.0 Longterm Human Resource Issues and Employment Prospects

Generally the group believe that Event and Conferences is an area of potential employment growth. Growth of the industry, however, is partly a function of the marketing BC to the highly competitive, price-sensitive international community. At the same time, growth is limited by a

number of factors including the scale, size, and scope of BC's presentation venues, accommodation, and inbound airline capacity. At present, British Columbia is considered a small- to mid-sized events/conferences destination.

As one of the smallest direct employer groups in the tourism industry, the Events and Conferences sector works with a variety of suppliers and contractors from both inside and outside the tourism industry (e.g. freight companies, performers, audiovisual technicians, furniture companies, transportation, food & beverage, accommodation etc.). As such, events and conference employers rely on working with qualified personnel from these businesses, in addition to their own staff. This sector, perhaps more than any other in the tourism industry, also makes extensive of use of volunteers.

The transience of events, moreso than seasonality, creates an uneven demand for qualified personnel. At present, employers draw from an unstructured transient pool of special events coordinators and specialists on a needs basis. Such individuals are often mature, experienced people (some career-changers) bringing skills from other areas of business including the hospitality industry. Many, it was noted, work with employers for awhile and then branch off and become competitors. This is viewed with some concern regarding the value of investment in training.

The group indicated some human resource issues for the future including:

1. Need for formal training and "apprenticeship" for Events Managers/Coordinators and Managers/Coordinators of Volunteers.

2. Need for appropriate source for career counselling - lots of interest in the perceived glamour of the business, lots of requests from interested individuals, but no central source for information about opportunities and realities of the business.

3. Concensus on industry standards of professionalism

4.0 Adequacy of Training

Many employers in this group have hired graduates of 2-year tourism-related diploma programs, notably, Capilano College, Malaspina College, and BCIT.

While acknowledging graduates generally have a positive attitude and understanding of the tourism industry, the group was fairly universal in its opinion that "graduates are not qualified to *do* anything." Some reported that students they hired felt program content was not particularly relevant to the business world. In addition, as with many other employers in the tourism industry, this group indicated graduates have very high expectations and do not see the necessity to accept low wages or start at the bottom to gain experience.

Interestingly, none in this group voluntarily expressed any knowledge of the Events/Conferences provincial curriculum presently under development.

5.0 Group Suggestions for Improvement

* Industry must work cooperatively with educators to:

  - develop relevant programs

  - offer time and experience as guest speakers to classrooms

  - provide cooperative (unpaid) placement opportunities for young people (Grade 10 and up) to experience the realities of the industry

Summary of Common Themes

A total of 80 British Columbia tourism professionals from the seven major industry sectors volunteered their time to share their thoughts, concerns and experience during the focus sessions. Through a combination of directed questioning and spontaneous comments, each group created a snapshot of their sector, portraying a range of human resource issues, labourforce information needs, and perceptions about training.

Each sectoral session yielded some distinctive areas for further consideration and attention. These needs have been detailed, by sector, in the previous pages.

A number of themes and issues common across all sectors have also emerged. While there are perhaps few surprises, the common concerns bear attention because they help to shape the agenda for future effort by the associated governmental and educational agencies.

1.0 RECRUITMENT ISSUES

1.1 Image and Expectations

Attracting individuals to the tourism industry generally, and to certain sectors in particular, is seen as an ongoing challenge due to what many sectoral groups characterized as the "image problem." This is believed to be partly a function of the general Canadian attitude to service, partly inadequate understanding of career opportunities, and partly due to the perception of low status, low paying, and low security jobs. Food and Beverage and Accommodation employers, are particularly concerned about this.

Industry image appears to be less of a problem for the Travel Trade and Events/Conferences sectors which initially attract many people of all ages lured by the apparent glamour of these jobs. For these sectors, the glamour frequently loses its allure after the realities of hard work and relatively low wages become apparent, and ultimately translate into significant retention problems.

The "image problem" has, as its companion, the "expectation problem." Virtually every sectoral group mentioned that graduates of public educational programs come to them with unrealistic expectations of entry position and wages. Educational institutions represent a "first line of

recruitment" by attracting people to pre-employment programs. Fairly or not, educators are blamed both for creating false expectations in their students, and also for indiscriminately filling classroom seats with bodies of uncertain suitablity.

At the same time, few in any industry group were prepared to acknowledge that a student's (sometimes considerable) investment in education might, in itself, create expectations of a concommitant return by employers. While "working your way up" remains a constant and understandable employer theme, explaining clearly where and when is "up" is apparently not universal among tourism employers.

1.2 Changing Demographics and Competition

Virtually every group estimated employment growth rates for their sector which echo statistically projected growth rates. The possible impact of projected employment growth, shifting demographics, and turnover translate, across the groups, in three different ways.

.1 **Seasonal staffing** - Seasonal staff are employed in large numbers in virtually every sector of the tourism industry. Typically, though not exclusively, seasonal staff have been drawn from the student age (15-24) group. Focus group employers report little difficulty, to date, in attracting seasonal staff in this age group, though finding *qualified* individuals with the right customer service attitude or with supervisory skills is a substantial problem. Employers expressed concern about the projected decline in the 15-24 year old cohort, and some have started looking for older, and even retired people to fill seasonal positions.

.2 **Competition** - Almost every group expressed concern about competition for employees both from within the tourism industry as a whole and more profoundly, from other industry sectors perceived to provide more attractive employment opportunities, wages and benefits by job seekers and students. While students are reportedly saying "I want to be a manager and make $40,000 a year," a number of potentially interested mature job-seekers are saying "I'd like to work in your industry, but I can't afford to."

.3 **Mature population** - Mature people with business experience were generally acknowledged to possess desireable work habits and people skills. Some groups observed, that mature people from the declining resource industries, however, lacked the basic education and the right attitude to work in the tourism industry. The Transportation and

Events/Conferences sectors seemed especially aware of the recruitment potential and value of the mature job changer.

2.0 TRAINING AND EDUCATION ISSUES

2.1 On-the-job training and pre-employment education

Focus group employers from every sector recognize they have the responsibility for on-job training, and in the majority of cases, rely on management and supervisory staff to provide this training.

Where the occupations are relatively low skill/high volume or low skill/high public contact (e.g. dishwashers, room attendants, host/hostesses), employers will provide skill training, given people with "the right attitude" to start with. To do this, employers suggest they need supervisory personnel skilled in selection and training, affordable, easy-to-use training materials, and a supply of "customer service ready" workers.

Seven day, multi-shift operations (many in this industry) have logistical difficulty organizing full staff groups for any reason, let alone training. Pre-season group training for seasonal staff is marginally easier to organize, but of necessity, tends to be a one shot endeavour. New staff taken in after the season begins may or may not receive the same training time and attention. Seasonal staff, in particular, have critical needs for customer relations training.

Personnel with pre-employment education by outside agencies appear to fall into three broad categories: those with recognized trade qualifications (e.g. Cooks, Ship's Officers, Bus Drivers); those with business management degrees (e.g. Accountants, Marketing, Human Resource/Personnel Managers); and, those with certificates or diplomas (e.g. Travel Counsellors, Front Desk Attendants, Food and Beverage Supervisors).

On the whole, employers appear to be reasonably satisfied with the training for those occupations with trade qualifications and business-related degrees. However, for all three categories, employers are concerned that, regardless of level in the organization, individuals frequently lack customer service and human relations skills and attitudes.

Graduates of certificate/diploma programs are almost always brought into organizations in line positions for job specific training and for experience. The most frequently cited reason for this is that graduates, generally lack the experience with people necessary for supervisory responsibilities. Some employers felt programs using names like " Tourism Management" or "... Administration" were misleading and set up unrealistic expectations on the part of students.

In the main, employers are skeptical about the ability to "train attitudes," and often suggested attitude and motivational training seminars they've tried, for example, don't effect lasting changes in employee attitudes. The possible effect of senior management attitudes was never mentioned, while supervisors' lack of people and training skills was suggested as a problem. Attitude, more frequently than specific skills, was cited as a problem.

Regarding workforce diversity and English language competence, employers generally seem to value the variety of languages available in the workplace. ESL speakers are regarded as an asset in serving the growing number of non-English speaking customers and visitors.

The effect of cultural and language diversity on staff relations was not emphasized but is viewed with growing concern. Food and Beverage employers felt that English language training is beyond industry's capabilities or responsibility to handle. By contrast, the Vancouver Taxi Owner's Association is actively looking at ways to incorporate "Taxi English" into their training.

2.2 Marketing and Communication

Between the public education system, private training agencies, and tourism-related industry associations, British Columbia has a fairly comprehensive inventory of applied programs supporting a range of the predominant occupations within the tourism sector. (This comment pertains only to the overall range of options, and does not address program quality issues.)

Quantitatively, at least, *students* have a variety of choices of pre-employment programs; supervisory and middle management *employees* have many upgrading opportunities available through continuing education programs and association seminars; and, tourism *employers* can approach 15-20 public colleges, institutes and universities, over 60 registered private training agencies, 45-50 industry-related associations, and a growing number of high schools as potential sources of employees and suppliers of contract training and seminars.

The communication gap between industry and public educators has been a subject of much concern. It was the number one topic of debate among educators at the New Horizons Conference (Calgary, July 1991). It has been expressed by the Tourism Educator's Coordinating Committee and Secondary Tourism Educators concerned about marketing their programs, placing students and so on. And, among employers in every focus group, the issues have also surfaced.

With individual exceptions, it is fair to say that many employers in the focus groups were not as well-informed about the multitude of available education and training opportunities as they could be. This was evidenced in every focus session by comments such as "Educators need to market their programs better." ... "Are there any directories of training programs?" ... "How are students being educated and what are they learning?" ... "What sources of qualified employees are available?"

Given the amount of effort required to locate, review and compare individual publications of applied tourism-related programs offered by public and private educational agencies, it is hardly surprising employers are uncertain what is available. Yet, targetted references such as the *Directory of Tourism Education Programs in British Columbia* (PRIT) and *Career Options: Programs in BC Colleges and Institutes, Tourism/Hospitality Programs* (MAETT), do not appear to be widely known or used by employers.

At the same time, educational agencies both, public and private, have been concerned primarily with attracting potential students. Marketing programs to students, versus marketing programs (and students) to prospective employers, require two distinctly different strategies. Potential students are "conditioned" to search out college calendars, training brochures, and the like. Employers tend to base their knowledge on direct experiences with program graduates, practicum placement, advisory committees, and, to some extent, targetted promotional literature.

Finally - and with the usual exceptions - "desperate need," that most persuasive of motivators, does not appear to have driven tourism-related employers to actively research, or to reach out into the BC education and training community for assistance.

Clearly, there is a need to improve understanding not only of what training already exists, but also of what public educators and training suppliers can offer employers by way of potential employees as well as instructional expertise. Employers are apparently overlooking a rich source of recruitment and training support through frustration, incomplete awareness, lack of research, or possibly, lack of opportunity for involvement.

3.0 RETENTION

Wages, benefits, seasonality, on-job training, and external competition for workers were high on the future human resource concerns list of almost every industry focus group. Employers are acutely aware of the effects of these fundamentals on retention of front-line and supervisory-level staff.

Almost without exception, focus group participants indicated a desire to obtain information about wages and benefits. They also expressed a desire to have ready access to training aids and materials for leadership and management training; customer service training; and sales techniques.

In every sector, training for some supervisory occupations was considered to be less than adequate. Supervisory training focussing on human relations management skills, job training skills, and "understanding profitability" (i.e. understanding business) was seen as key to ameliorating some of the retention problems.

It seems implicit from their comments, that the employers (largely senior management level) participating in these focus groups at least, are also open to learning more about effective ways to retain staff.

VISIONS OF A POSSIBLE FUTURE

The challenges expressed by industry in the focus group sessions are many. Coupled with those presented by educators and by governments, the future of tourism human resource development might seem daunting.

Seeing the proverbial challenges as opportunities, however, is a way of focussing positively on the future. The following are some scenarios for the 90's which seem plausible, possible and worthy of aiming towards.

Re: Industry Image

- Inescapably, tourism employers will address wage, job security and career path issues directly, to enhance the attractiveness of the industry. At the same time, employers will continue to seek technological efficiencies to reduce employee numbers. Tourism-related technologies will attract entrepreneurial individuals, who after some industry experience, will branch out and create specialized techno-service and training businesses.

- Thorough and realistic pre-hiring interviews, and comprehensive job orientation will help new recruits (students and others) realistically frame expectations.

- Closer collaboration with educational agencies including guest speaking, well-rounded practicum experiences, and input into educational program marketing and curriculae will ameliorate expectations as well as enhancing industry's professional image.

- Realistic career awareness and counselling aimed not only at young people, but also voluntary and involuntary career changers, and others will help dispel some of the image myths, and put the realities in context.

- National, regional and local labourforce information, will be used as an aid to putting tourism employment prospects in a wider context.

Re: Recruitment

* Acceptance of, and targetted recruiting for, non-traditional sources of seasonal, fulltime, and permanent part-time employees will be either forced by changing circumstances, or managed proactively by tourism employers.

* As labour force needs grow, a number of students will be lured away by immediate employment prospects before completing programs. Educational agencies and tourism employers will collaborate to ensure educational completion and ongoing training needs of the "employee/learners" of the future are met.

* Partnership arrangements between individual employers and specific educational agencies will increasingly be seen as a mutually beneficial way of joint recruiting.

Re: Education and Training

* As projected labour shortages begin to pinch, employers will increasingly look to the education and training community not only for sources of employees, but also for assistance with on-job training. Employer's information needs regarding sources of educational agencies, types of programs and qualified, expert assistance will increase.

* Employers will seek training opportunities for supervisors, and potential supervisors, as they increasingly recognize the relationship between supervisors, training, employee retention, customer service, and profitability.

* Employers will be increasingly responsive to tools and techniques which help supervisors become more effective trainers. Videos, trainer manuals, trainee materials, and qualified contract training personnel will be sought.

* BC owner/operators as well as senior management will increasingly seek educational upgrading for themselves, particularly in human resource management, marketing, managing workplace diversity, technological advances, and international issues. They will seek specialized information delivered in short, potent packages whether electronic, print or seminar-based. Off-season timing, current information,

delivered by qualified presenters at an affordable price will be the criteria for using limited learning time effectively.

* Secondary institutions will increasingly concentrate on tourism industry and career awareness, human relations skills, ESL and oral skills, general computer skills, basic business and workforce readiness skills in preparing students to experience entry level jobs in tourism. Related "apprenticeable" trades skills training (e.g. cooking, equipment maintenance and operation, and possibly, F&B service) will start in Grade X and be completed at designated post-secondary institutions.

* Post-secondary institutions will increasingly concentrate on pre-employment tourism-related diplomas and degrees with increasing emphasis on general business management, human relations and communications skills. Specialized coursework in such programs will be based on related occupational standards. Programs will lengthen and increasingly incorporate cooperative or practicum requirements.

* Attracting supervisory and management upgraders will be increasingly undertaken by Continuing Education divisions - sometimes competing and sometimes collaborating with both internal faculty resources, and with accredited private training agencies. Flexibility of delivery and responsiveness to current issues will be key. Credit-recognition arrangements towards either recognized degrees or professional designation - but not likely both - will be an increasingly important feature of CE program offerings.

* Learning resource packages, such as those prepared by the Open Learning Agency (e.g. PTP - Supervisory Development), as well as commercial publishers, software and multi-media producers, will be used increasingly, especially by small tourism businesses to "train" individual staff. The "burden of job training" will shift, to some extent, from management to employees who will take on increasing responsibility for "learning."

* The shifting profile of the workforce as a whole, will lead displaced and older workers increasingly to seek jobs (possibly grudgingly) in the tourism industry either as entrepreneurs or as entry-level employees. Job orientation and training will help mediate the attitude adjustments required by both employers and employees. Some displaced workers will shift recreational preferences and skills (e.g. fishing, boating, skiing, hiking etc.) into entrepreneurial opportunities to

survive, and will need encouragement and financial support to undertake small business training. Increasing flexibility of EIC programs will support a wider range of tourism job-related training situations.

Re: The Industry/Education Gap

* Increasingly educational agencies will broaden marketing strategies to employers including: employer-targetted advertising pieces; participation in graduation ceremonies and alumni events; scholarship/bursary requests; participation in curriculum review; custom workplace-based training; and inter-regional professional meetings.

* The Pacific Rim Institute of Tourism will receive increasing requests for marketing assistance from educational agencies, and for information from tourism employers (and tourism career seekers) as the Institute becomes better known and industry needs escalate.

  A current, computer-accessible database of educational agencies and of tourism-related programs will be maintained. Current print-based directories will be replaced by modem-access and "at-cost printing" of selective information upon user request. PRIT's information database services will be marketed by inexpensive, widely distributed brochure, and will be partly cost-recoverable.

* The ministries of Education and Advanced Education will participate in the initial development of this specialized educational database service at PRIT. They will also, on an annual basis, provide updated information on numbers of seats, and graduate numbers.

* A regular forum for tourism professionals, students, job seekers and educators will be held alternately in the Lower Mainland and in South Central British Columbia, with annual attendance increasing over the decade. Major themes will be human resource development, sustainable tourism and community development, curriculum development, and destination marketing. The conference will be combined with a career fair, recruiting drive, and high-tech trade show. Some industry associations will time their major meetings to coincide with this event.

Re: Retention

* To survive in business, tourism-related employers will improve wages, benefits and working conditions, if and as competition for qualified employees continues to increase.

* Volunteers will be used in growing numbers, where relevant, to supplement seasonal workforces. Qualified, professional Managers of Volunteers will be employed. Other management and supervisory staff will (ultimately, but not easily) enhance their understanding of human resource management through exposure to a volunteer workforce.

* Independent and workplace-based supervisory training, (e.g. the PTP - Supervisory Development or equivalent) will become a pre-requisite for promotion from front-line positions.

* Senior management will increasingly focus their efforts on employee retention and will actively seek out information and professional development opportunities to assist them.

* Successful alumni, from diploma and degree tourism-related programs, and from private career training programs, will actively recruit from their own and other schools, as they attain supervisory positions.

It remains now to hone some of these visions of a possible future into realizeable actions.

FOCUS GROUP PARTICIPANTS APPENDIX 1

In alphabetical order:

Food and Beverage Sector Participants
Arthur Achiam, English Bay Café
George Acs, Board Member
Bob Darnell, FBDB Victoria
Brent Davies, Teahouse / Seasons in the Park Restaurant
Richard Floody, Robson Grill
Bill Forster, Forster's
Bruno Marti, Board Member
Peter McElligott, Keg Caesars
Don Michiel, O'Donal's Restaurant
Severin Morin, Sev's
Peter Paterson, Food & Drink News, Sydney
Peter Scott, Regency Caterers
Peter Teasdale, The Bay
Tony Wood, Serving It Right

Accommodation Sector Participants
Sally Hart, Hotel Vancouver
Michael Kaile, Waterfront Centre Hotel
Michael Lambert, Hotel Vancouver
Alex MacDonald, Rainbow Country Inn
Arthur Mills, Hotel at the YMCA
Dorothy Murdoch, Vancouver Hotel Association
John Oram, Delta River Inn
Joss Penny, BC Motels, Campgrounds & Resorts Association
Ian Powell, Hotel Vancouver
Laurie Ralston, BC & Yukon Hotels Association
Sarah Stanger, Pan Pacific Hotel Vancouver
Jack Swoboda, Sheraton Landmark Hotel

Attractions Sector Participants
Christine Cheveldave, Van Dusen Botanical Gardens
Kersti Krug, Museum of Anthropology
Ray Lord, Science World
Brian Minter, Minter Gardens
Nancy Stibbard, Capilano Suspension Bridge
Roger Wheelock, Butchart Gardens
Lisa Winbourne, Vancouver Aquarium

Travel Trade Sector Participants
Barbara Broadbent, Banner Travel
Maureen Byrnell, Board Member
Susan Davis, P Lawson Travel
Glyn Edwards, Destination Planners Inc

Joan Hammond, Consultant
Shirley Hartwell, Select Guide Services
Corae McCallims, PATA Chairman
Coral McFadden, Sun Fun Tours / CITC
Mary McGuire, CITC
Dawn McNamara, ACTA President
Dan Peach, ANZA
Gerry Roussin, Hagen's Travel

Transportation Sector Participants

Rick Antonson, Great Canadian Railtour Co
Ilka Brake, BC Ferries
Gerry Bruno, Pacific Rim Marketing, Vancouver Intl Airport
Sheldon Eggan, Charter Bus Lines of BC
Barry Hinder, Vancouver Taxi Owners Association
Len Kelsey, BCAA
Sherry Lee, Budget Rent-a-Car
Karen McIntyre, Greyhound
Paul Perkins, BC Rail
Bill Rowe, Board Member
Mel Scott, Japan Airlines
Clasina Van Bemmell, Vancouver Trolley Company

Adventure Recreation Sector Participants

John Birell, Blackcomb Mountain
Bob Dodge, Cypress Bowl Recreation
John Gow, Board Member / Silver Star Mountain Resorts
Jim Lavalley
Mike Robbins, Horseshoe Bay / Red Mountain
Jimmie Spenser, Canada West Ski Areas Association
Rhegan Wilson, Farwest Adventures
Eddie Wood, Mount Seymour

Events / Conferences Sector Participants
Jacqueline Bell-Irving, Whistler Resort Association
Pat Brand, BC Pavilion Corporation
Linda Burbidge, BC Pavilion Corporation
Carol Davis, Pacific Conference Group
Glyn Edwards, Destination Planners Inc
Stan Holman, Globe '92
Paul Holmes, Events Expo '95 / Independent Order of Foresters
Fransiska Kaltenegger, International Conference Services
Chris Locke, MPI
Lois Reid, Major Event Management Inc
Robert Sheeley, Tourism Nanaimo
Dal Towne, Conventions Unlimited
Paul Vallee, Tourism Vancouver
Martin Van Keken, International Special Events Society of BC

SAMPLE QUESTIONNIARE

APPENDIX 2

Note: This is a sample. Questionnaires were customized for each sector. For Question 8 occupations selected are the same as those approved for the education and training inventory (ref. Working Paper #7, Phase I Interim Report)

FOOD & BEVERAGE SECTOR

Name _____

Company _____ **Position** _____

1. **Compared to this year, how many more people do you think will be employed in the Food & Beverage sector of the tourism industry in B.C. by the end of the decade?**

   ☐ No growth
   ☐ 1 - 9% more people
   ☐ 10 - 19% more people
   ☐ 20 - 29% more people
   ☐ 30 - 39% more people
   ☐ 40 - 49% more people
   ☐ 50% or more people

2. **Do you ever use information & statistics on employment and the labour force in your business?**

   ☐ No ——→ Go to Question 6
   ☐ Yes

3. **Where do you get this information from?** (Check all that apply)

   ☐ Employment & Immigration Canada
   ☐ Statistics Canada
   ☐ Industry Association (please name)_____
   ☐ Pacific Rim Institute of Tourism (Resource Centre)
   ☐ Other (please explain)_____
   ☐ Don't know

4. **What sort of employment and labour force information and statistics do you use? (Please explain)**

_____

_____

_____

Continue/

5. **What do you use employment information and statistics for?** (Check all that apply)

- ☐ No particular reason, I just read them out of interest.
- ☐ When I want to hire specific types of employees or occupations
- ☐ When I am planning training programs for employees
- ☐ Other (please explain)_____

_____

6. **How often do you think other employers in the Food & Beverage sector in B.C. use information & statistics on employment and the labour force in their business?**

- ☐ Never
- ☐ Once a year
- ☐ Two or more times a year

7. **Do you know any specific information on employment and the labour force that employers in the Food & Beverage sector want to use but cannot get?**

- ☐ No
- ☐ Yes (please explain)_____

_____

_____

_____

_____

Continue/

8. How adequate is the training of the people working in the following jobs in the Food & Beverage sector in B.C.?

	More than Adequate	Adequate	Less than Adequate	Don't Know
Baker	☐	☐	☐	☐
Bar & Lounge Manager	☐	☐	☐	☐
Bartender	☐	☐	☐	☐
Busperson	☐	☐	☐	☐
Catering & Functions Manager	☐	☐	☐	☐
Catering & Functions Supervisor	☐	☐	☐	☐
Chef de Cuisine	☐	☐	☐	☐
Cook	☐	☐	☐	☐
Director of Sales & Marketing	☐	☐	☐	☐
Dishwasher	☐	☐	☐	☐
Doorkeeper/Bouncer	☐	☐	☐	☐
Executive Chef	☐	☐	☐	☐
Food Counter Attendant	☐	☐	☐	☐
Food Production Supervisor	☐	☐	☐	☐
Food/Beverage Server	☐	☐	☐	☐
Foodservice Manager	☐	☐	☐	☐
Foodservice Supervisor (CRFA)	☐	☐	☐	☐
Host/Hostess	☐	☐	☐	☐
Human Resource Manager	☐	☐	☐	☐
Kitchen Helper	☐	☐	☐	☐
Maitre d'Hotel	☐	☐	☐	☐
Night Club Manager	☐	☐	☐	☐
Sales Manager	☐	☐	☐	☐
Senior Administrator	☐	☐	☐	☐
Wine Steward	☐	☐	☐	☐
Other_____	☐	☐	☐	☐
Other_____	☐	☐	☐	☐

Continue/

9. Do you ever use the services of the Tourism Resource Centre at the Pacific Rim Institute of Tourism to obtain information or print or video training materials?

☐ No Go to Question 10
☐ Yes (please explain types of materials you are usually seeking)

_____

_____

_____

_____

10. In your opinion, what are the most significant human resource issues facing this industry over the next ten years?

_____

_____

_____

_____

_____

_____

_____

_____

THANK YOU FOR YOUR COOPERATION AND ASSSISTANCE.